

# **Report of the ECC Task Force**

**Compiled for the Bishop of the Episcopal Diocese of Rhode Island**

**April, 2005**

***ECC is a place where youth and adults are formed and nurtured  
and sent forth to be faithful Christians, by working, studying,  
serving and living the Gospel in community.***

## TABLE OF CONTENTS

<b>1 Introduction.....</b>	<b>- 1 -</b>
1.1 The ECC Task Force .....	- 1 -
1.2 Task Force Members .....	- 3 -
1.3 Vision Statement .....	- 3 -
<b>2 ECC Today and Yesterday .....</b>	<b>- 3 -</b>
<b>3 Summary of the ECCC/Ross Report .....</b>	<b>- 4 -</b>
<b>4 Program .....</b>	<b>- 5 -</b>
4.1 Adults .....	- 5 -
4.1.1 Short-Term Adult Program Goals.....	- 5 -
4.1.2 Long-Term Adult Program Goals .....	- 6 -
4.2 Youth.....	- 6 -
4.2.1 Short-Term Youth Program Goals .....	- 7 -
4.2.2 Long-Term Youth Program Goals .....	- 7 -
4.3 City Camp.....	- 7 -
<b>5 Relationship with the Rest of the Diocese .....</b>	<b>- 8 -</b>
5.1 Governance .....	- 8 -
5.1.1 Goals Regarding Governance .....	- 8 -
5.2 Clergy .....	- 9 -
5.2.1 Goals Regarding Clergy.....	- 9 -
5.3 The Diocese at Large .....	- 9 -
5.3.1 Goals Regarding the Diocese .....	- 9 -
<b>6 Administration and Staffing .....</b>	<b>- 10 -</b>
6.1 Staffing .....	- 10 -
6.1.1 Short-Term Staffing Goals.....	- 10 -
6.1.2 Long-Term Staffing Goals .....	- 10 -
6.2 Administration.....	- 10 -
6.2.1 Short-Term Administration Goals .....	- 11 -
6.2.2 Long-Term Administration Goals.....	- 11 -
<b>7 Facilities .....</b>	<b>- 11 -</b>
7.1 Facilities Goals .....	- 11 -
7.1.1 Short-Term Facilities Goals .....	- 11 -
7.1.2 Long-Term Facilities Goals .....	- 12 -
<b>8 Finances.....</b>	<b>- 13 -</b>
8.1 Process .....	- 13 -
8.2 Analysis of Recent Income Data .....	- 14 -
8.3 Analysis of Expense Data.....	- 14 -
8.4 Summary and Discussion of Finances.....	- 15 -
8.5 Financial Goals .....	- 15 -
8.5.1 Short-Term Financial Goals.....	- 15 -
8.5.2 Long-Term Financial Goals .....	- 16 -
<b>9 Marketing and Funding .....</b>	<b>- 16 -</b>
9.1 Marketing Goals .....	- 16 -
9.1.1 Short-Term Marketing Goals .....	- 16 -

9.1.2 Long-Term Marketing Goals .....	- 17 -
9.2 Funding Goals .....	- 17 -
9.2.1 Short-Term Funding Goals .....	- 17 -
9.2.2 Long-Term Funding Goals .....	- 17 -
<b>10 Key Action Items .....</b>	<b>- 17 -</b>
<b>Appendix A – Fire Code Upgrades.....</b>	<b>I</b>
<b>Appendix B – Site Map .....</b>	<b>II</b>
<b>Appendix C - Program and Administrative Data .....</b>	<b>III</b>
<b>Appendix D - Financial Data .....</b>	<b>VI</b>

*Pavilion, Barn and Bell on Front Lawn*

# 1 Introduction

## 1.1 The ECC Task Force

In her address to Diocesan Convention in 2003, Bishop Wolf announced that the Diocese would take a fresh look at the Episcopal Conference Center. She appointed a consultant to work with ECC staff members and others to build upon the spirit and ethos of ECC while creatively envisioning the future. The Bishop's articulated goal was to help ECC become all that it can be.

Bishop Wolf retained Betsy Fornal as a consultant to oversee the process of review of ECC with the intention of strengthening its ministries and discerning possibilities for future growth. A Task Force was formed (membership listed below).

The process was undertaken in two distinct phases: Assessment and Vision.

*Rev. Harrington Gordon administering communion at a winter conference*

The Assessment Phase required a thorough fact-based evaluation of the mission, programs, facilities, staffing and organization of ECC, including but not limited to an assessment of camp programs and facilities (property, safety, accessibility, functionality), staffing (skills, experience, education), program (content, audience, scope), and leadership (camp operations, management).

This phase included the engagement of a camp consultant, Norman Ross, from Episcopal Camp and Conference Centers, Inc. (ECCC), to assist with this evaluation. Norman Ross is the Executive Director of St. Christopher's Camp and Conference Center of the Diocese of South Carolina. He made two visits to ECC to assess the current programs, facilities and organization. He met with the Task Force in December, 2003 and with the Bishop and Camp staff in July of 2004. His response to the Bishop (the ECCC evaluation) is reflected in the recommendations in this report.

In addition, the Task Force engaged groups within the Diocese to collect opinions, feelings and suggestions about present day operations and future direction. The Task Force approached these groups in the following ways:

- Met with parents during each registration at camp in the summer of 2004 to solicit concerns, ideas and opinions. Parents were given the option to respond in writing.
- Invited similar participation from camp staff and from campers at the Music and Creative Arts and Junior High sessions both in conversation and in writing.
- Held three open listening sessions for people of the Diocese in September, 2004. These were advertised heavily and attended well by a broad cross-section.

- Contacted 80% of active, parish-based clergy of the Diocese to complete a survey regarding their knowledge, expectations and use of ECC.
- Invited input from participants and friends of ECC, including former staff members, counselors and campers.
- Consulted twice with George Lewis of the Alton Jones Conference Center of URI.
- Visited adult and youth facilities at the URI Alton Jones campus and the Canonicus Camp and Conference Center in Exeter, R.I., in order to benchmark the operations of ECC.

The Vision Phase of the process required synthesis of the data received from the ECC evaluation, the parent meetings, the diocesan listening sessions, clergy input, and other consultations. The Task Force worked diligently to translate the information gathered into an articulate vision of the future ministry of ECC. This vision builds upon the current strengths of ECC's programs with the intention of taking full advantage of the beautiful property to meet the needs of the Diocese for a place of gathering, learning, refreshment, community and encounter with God. (See section 1.2 for the vision statement.)

Early in the course of this process, it became clear that ECC would do well to become accredited as a Camp and Conference center by the American Camping Association (ACA). Accreditation assures parents and guests, as well as the Diocese, that ECC operates by industry standards, and provides ready access to the latest industry health and safety measures. It is important to add that ECC is currently a member of the Rhode Island Association of Camps.

## 1.2 Vision Statement

As an important step in the growth of ECC, the Task Force developed a new vision statement: *We envision ECC as a living organism: responsive to the yearnings of young people who seek a deeper sense of community and experience of Jesus Christ, challenged by the needs of adults in our complex post-modern culture, and focused on the imperative to grow the faith of the faithful, with the desire to always open the gates to those who do not yet know.*

## 1.3 Task Force Members

Michael Audette, Sandy Connor, Jeffrey Hall, John Hall, Susan Hurn, David Lavalley, Beth Sherman, Diocesan Staff Liaison Rich Bardusch, ECC Director Susan Henthorne, ECC Resident Manager Joyce Roberts, and ECC Property Manager Lance Roberts.

## 2 ECC Today and Yesterday

### *Main House and Front Lawn*

The Episcopal Conference Center is a year-round conference and camp facility for young people and adults in the Episcopal Diocese of Rhode Island. It is a center of youth ministry within the Diocese, offering a full summer camp program for children and young people, a series of conferences for Middle and High School young people, and an inner city outreach program (City Camp). During the school year, ECC is available for parish and outside groups for day and weekend meetings and other gatherings. Grant House, on the ECC property, is for rest and recreation for Episcopal workers, and is sometimes used for clergy who are in short-term need of housing, at the discretion of the Bishop. When not in use for these purposes, Grant House accommodates small group meetings.

ECC stands on 180 acres in the towns of Burrillville and Glocester, Rhode Island, with waterfront on Echo Lake. Most of the property is woodland, with fine walking paths. The woodland has been maintained and cultivated in work camps for generations, and was named R.I. Tree Farm of the year in 1981. The Sayles Homestead, as this property is called, is a farm dating from the mid 18th century. The property was left to the Diocese in the will of Judge James Harris in 1948. The oldest part of the farmhouse, the Catherine Butler Home, dates from 1724. The Barn serves as a gathering place and chapel for the summer camp.

When the Diocese inherited ECC, it was very run-down, and the Venerable Anthony R. Parshley, Archdeacon of the Diocese, started bringing groups of teenagers out to clean it up. These early excursions grew into the trademark ECC Work Camps, where clergy and other adults worked with teenagers on defined projects. Participants and leaders discovered that the work camp was a wonderful vehicle for ministry and evangelism, and it has been a staple of ECC ever since. Archdeacon Parshley was a crusty old gentleman, somewhat reminiscent of Mark Twain, with a deep gruff spirituality and a keen gift for creating Christian community. He was a memorable preacher and storyteller. His ideal was that ECC be a place where work,

worship and fellowship blended so easily together that you couldn't tell where one began and another left off. Worship was to be at the heart of everything, and each day began with the Eucharist and ended with Compline. In every camp and gathering, time was set aside for the teaching of the Christian faith. This pattern for the ECC day essentially remains in place today.

Cabins soon replaced tents and bathrooms were built. A kitchen and dining hall were added to the main house. In 1972, Canon William N. Shumaker, the next administrator of ECC, oversaw the construction of the adult wing and the winterization of the dining hall. His successors worked within the diocesan structure to enlarge and improve the facility and to make it safe and secure. Most recently, there have been a number of major improvements, including a new septic system (ECC's first reliable one), major fire and safety upgrades, the conversion of the Tower of Silence into a winterized Chapel, and the beautiful new Pavilion.

Canon Shumaker was the preacher at Canon Parshley's funeral in the Cathedral of Saint John. In that sermon, he reminded the young people of that era and their alumni predecessors that Canon Parshley had made "willingness to change with changing needs and opportunities" a trademark of his ministry at ECC and elsewhere. It is the hope of the Task Force that the contemplated changes in this report will be viewed as being in the spirit of that ECC tradition.

### **3 Summary of the ECCC/Ross Report**

Norman Ross, representing the national Episcopal Camp and Conference Center (ECCC) group, was engaged to prepare an overview of ECC based upon his experience as a conference center director.

Many of the recommendations made in the report by Norman Ross have been incorporated within this report. In his report and in person, Mr. Ross offered some very helpful ideas and observations. His suggestions motivated the ECC administration to make upgrades such as new and better signs for the buildings and conference center areas and to spruce up the conference and living areas for adults. His presence illustrated the importance of having an outsider's observation. He suggested also that there be more flexibility in the hiring process for summer camp, making more provision for hiring people from outside the ECC system.

The report was highly affirmative in its assessment of the administration and program of the summer camp and of the serious regard held for the safety of all who come to ECC.

The need for increased use of ECC in the summer and winter was emphasized, especially in light of the diocesan mandate that ECC move toward financial self-sufficiency. Ross urged a clarification of the administrative roles and the relationships between the ECC administration and that of the Diocese.

Finally, Mr. Ross recognized a sense of the rich history of ECC in the lives of young people and of the Diocese.

*Falling into fun work at ECC*

## **4 Program**

ECC is available for bookings by adult and youth groups throughout the year, except during the summer camping season. The ECC staff sponsors and hosts 10-12 weekend conferences during the year, mostly for youth. ECC is also available to host other groups, with preference given to Episcopal and other church groups. The Conference Center hosts some daytime and overnight groups, but most bookings are for weekends. ECC is not operating at full capacity, though recent efforts have dramatically increased weekend bookings for the winter 2004-2005 season. There is still more room for growth, especially during off summer weeks. The Task Force consulted on two occasions with George Lewis, director of the adult facility at the URI Alton Jones Campus, and he suggested paying attention to hosting of day groups and weddings. Weddings are especially helpful in providing operating income for Alton Jones. (They took in half a million dollars on weddings last year.)

### **4.1 Adults**

ECC alumni, former counselors and campers, are a vital part of ECC life. They continue to serve ECC in a variety of ways, as chaperones and summer volunteers, members of the ECC Committee, recruiters for the camp and year-round use, and weekend workers for building projects (Pavilion, Tower of Silence, cabins, etc.). The staff alumni hold a reunion at ECC every three years in the late spring, filling the facility to overflowing.

ECC has 33 beds in the adult wing of the main house. This limits the size of overnight booking groups during most of the year, especially considering the reluctance of some to share a room. Occasionally in the spring and fall, there are groups willing to use the cabins which allows the Conference Center to accommodate more visitors.

Many groups express appreciation for the charm of the setting and its country atmosphere, though some wish it were more professional in appearance and amenities.

#### **4.1.1 Short-Term**

*Pizza Making at Family Camp*

##### **Adult Program Goals**

- Increase number of adult bookings.
- Create new adult programs in conjunction with the Diocesan Resource Center.
- Look for ways to initiate new hosting relationships with Episcopal groups (vestries, Diocesan Council, parish retreats, quiet days, Confirmation day with Bishop, individual retreats, silent retreats, cabin as hermitage, etc.)
- Look for ways to initiate hosting with other denominational and secular groups

- Have spiritual resources available for groups to use: icons, labyrinth, upgraded library, etc.
- Procure comfortable chairs and a carpet for conference room
- Convert garage to comfortable, professional adult meeting space

During the Task Force process, the following initial steps have been taken to achieve these goals:

- New adult conference brochure sent out widely within the diocese
- Family Camp weekend initiated last spring. All of the cabins and other sleeping areas were filled. Programs were offered for all ages. It was very successful.
- Lounge and Conference Room refurbished.
- New carpet and comfortable chairs purchased for the conference room.

#### **4.1.2 Long-Term Adult Program Goals**

- Build new adult facility
- Seek new and imaginative ways to bring people to ECC: e.g. weddings, columbarium, pet cemetery

## **4.2 Youth**

Ministry with young people has always been at the heart of ECC. Since its beginning, ECC has had summer camping. The first groups were work camps in which teenagers and clergy leaders began to create a safe and appropriate setting for diocesan summer camping programs. The Work Camp proved to be a wonderful vehicle for ministry, helping to form the ECC ethos, and it has been a staple of the youth program ever since. To this day, ECC camp alumni meet regularly on weekends to work on building projects.

Christian formation of young people takes place in every camp week, through worship, direct teaching, and the conscious effort to live in true Christian community. Off-season weekend conferences have been held since the 1950's to provide Christian education opportunities for teenagers. Camps and weekends based

*Dress up the counselor at Younger Children's Camp*

around the creative arts have been a steady emphasis over the years. Christian formation of young people was at the heart of the original vision for ECC, and indeed the parishes and the diocese have benefited from the leadership of people with ECC roots in every generation since.

About half of the campers are from Episcopal parishes. The remainder comes from other denominations and some have little to no religious background. In the last few years, many of the camper weeks have not been at full capacity, and it is clear that ECC has to address this issue. ECC faces increasing competition from other types of summer camping and school activities.

Many children come to ECC for years, and cliques can easily develop. New campers can sometimes feel like outsiders, especially in their initial hours and days at ECC.

Combating this is a part of the ECC staff training, and has needed continuous emphasis through the years.

#### **4.2.1 Short-Term Youth Program Goals**

- Increase attendance at camps, with special emphasis on Episcopal parishes
- Change summer camp lineup to reflect current scheduling realities. End summer a week early.
- End camps for teens on Friday at 5 pm.
- Give staff consistent breaks throughout the summer season.
- Evaluate program content to ensure ECC is meeting needs of today's young people.
- Offer unique, specific themes for each camp week.
- Find new, creative ways to use publicity and use more people to publicize the camp.
- Obtain ACA accreditation.

During the Task Force process, the following initial steps have been taken to achieve these goals:

- Camp schedule has been rearranged so that the same number of camps occur within a shorter time-span. Most camps end at 5 pm on Friday, and all staff breaks are on the (longer) weekends between camps.
- Each week in the 2005 season will have a specific theme.
- Winter Camp for 6-8 graders, was added during February school vacation in 2004. It was well-attended and successful, and brought in new summer campers.
- Widened enrollment for Junior conferences by including 6th graders has increased attendance.
- ACA accreditation process is well under way.

#### **4.2.2 Long-Term Youth Program Goals**

- Offer a summer day camp on the ECC property, for local children and others coming on a bus from the city, to run concurrently with residential camp program. Such programs exist at Alton Jones and Canonicus, and are well subscribed and profitable.
- Offer off-site camp opportunities
- Expand City Camp

### **4.3 City Camp**

City Camp in the Olneyville section of Providence is an ECC outreach program for the children of that neighborhood. Every Assistant Counselor spends two weeks working at City Camp, and this becomes a vital part of that counselor's training. City Camp has proven to be a major element of the ECC summer program.

From very early days, there have been outreach efforts at ECC. Counselors at one time did Vacation Bible Schools in *City Camp daytrip to Boston*

parishes. In another era, they assisted at the RI Children's center, St. Mary's Home, and other agencies for children. The Jacob's Ladder Project sponsored a monthly night at the state Children's Center in the late 1960's through the 1970's. Up to 75 diocesan young people would come every month to assist in this outreach program. For many years, Christmas cookies were baked for children in agencies and Christmas cards were collected for state prisoners to send to others. City Camp, developed originally with the clergy and people of the Church of the Messiah in Olneyville, was established in that tradition. It has been a formative part of the lives of many counselors over the years, and even helped some find their vocational direction in life.

#### *City Camp cookout at ECC*

City Camp operates four two-week sessions each summer. Each session accommodates 40 campers. The City Camp Director is hired and supervised by the ECC Director. Each session has excursions to beaches, parks, museums, etc., and one extended day at ECC, along with several city days.

## **5 Relationship with the Rest of the Diocese**

### **5.1 Governance**

The Director of ECC is a member of the diocesan staff, directly responsible to the Bishop, and serves at the pleasure of the Bishop. The ECC Committee, nominated by the Bishop and ratified by Diocesan Council, assists the Bishop and the Director in formulating overall policies for the operation of ECC, and acts as a council of advice. The Committee is small and currently has no sub-committees.

The ECC Committee is unclear about its expected role and operating procedures. They are currently working on a set of by-laws to present to the Bishop, in order to clarify the Committee's purpose, provide more clearly delineated roles for the Committee, and establish a better sense of accountability.

ECC seems to be isolated from the inner workings of the rest of the Diocese. In particular there seems to be a lack of meaningful, continuous relationship with the Diocesan Council.

#### **5.1.1 Goals Regarding Governance**

- Complete the creation and adoption of by-laws, mutually agreed upon by the Bishop, Director, and ECC Committee.
- Develop working and viable ECC Committee sub-committees
- Develop internal linkages with Diocesan Council and the Finance Committee. This could involve ECC Committee members serving on those groups, or at least attending, and each group occasionally holding a meeting at ECC. Perhaps there should be an annual appearance of ECC Committee representatives at a Finance Committee meeting.

*Note:* The daily operation of ECC by the Director and support staff without immediate direction from the Bishop or ECC Committee is appropriate. The Director serves at the pleasure of the Bishop.

## **5.2 Clergy**

Clergy support of ECC is not what it once was and appears to be declining. There are dramatically fewer clergy participating in the summer program than in the past. As a component of their letter of agreement, new clergy currently are not required or encouraged to participate at ECC. There is a lack of clarity about whether clergy time at ECC is considered work or vacation time. Note: Some clergy are not interested in working with young people, perhaps because they know they are not good at it, and this, of course, needs to be honored.

*Rev. Dr. Elizabeth Nestor speaking at  
Jr. /Sr. Work*

### **5.2.1 Goals Regarding Clergy**

- Ask Bishop to encourage clergy to participate in and/or visit ECC during the summer, and to use ECC facilities for meetings, retreats, etc. Encourage the Bishop to hold some of her meetings at ECC.
- Seek for inclusion in clergy Letter of Agreement that reasonable time spent in youth ministry at ECC is to be considered work, not vacation.
- In the summer following their arrival, every new clergyperson is brought to ECC by an ECC Committee member, counselor, or alumni staff person for a tour and introduction to the program.

## **5.3 The Diocese at Large**

ECC enjoys a good reputation in general, but only approximately 1/3 of R.I. Episcopal congregations participate actively at ECC. This should be higher, with a more consistent level of participation. As the youth of any parish age and move on, there is diminished participation of that parish. Many younger age parish groups are unaware of ECC. Some adult groups are put off by perceived deficiencies in the facility.

### **5.3.1 Goals Regarding the Diocese**

- Send ECC counselors and staff to speak about ECC at Sunday services and in Sunday schools. Work to increase number of Episcopalians coming to camp.
- Enhance marketing efforts. Get ECC brochure out earlier to be competitive with other camps. Develop and maintain a standalone ECC web site, and link to diocesan web site.
- Add a marketing person to the staff.
- Expand City Camp outreach.

## **6 Administration and Staffing**

### **6.1 Staffing**

There are four year-round employees of ECC. This staff consists of the Director and Resident Manager who work full-time, the Property Manager working 3/4-time, and the Registrar, a half-time employee. Other employees (such as kitchen and housekeeping staff) are hired as needed. In the summer, a staff is hired for the camping season, augmented by clergy and lay volunteers from within the diocese. Most counseling and young adult staff comes up through the system. Such a system has strengths and weaknesses.

The management staff in the summer works constantly during the camping season and needs more relief. As efforts to boost the use of ECC during the rest of the year succeed, further staffing needs will arise.

#### **6.1.1 Short-Term Staffing Goals**

- Make sure that ECC is effectively taking care of management staff by providing opportunities for time off.
- Hire 20% of summer staff from outside the system.
- Codify hiring practices.
- Offer and fund continuing education for permanent staff.
- Explore restoring a field education seminarian intern program.
- Provide back-up for staff, especially in the summer.
- Examine responsibilities of Chief and Senior Counselors to make sure that they are not overworked.
- Examine summer staff salaries and compare with Boy and Girl Scout salaries.
- Reinforce expectation that summer staff will make special efforts to welcome and include people who come to ECC for the first time.

*Lance Roberts, Property Manager*

*Note:* As it happens, the Director has hired a Chief Counselor for Boys for 2005 from outside the system. The director is also negotiating for an international staff member. Additionally, the new schedule contains regular and longer between-camp breaks and this should provide some relief to all the staff.

#### **6.1.2 Long-Term Staffing Goals**

- Increase staffing, and reconfigure existing positions to include Executive Director, Program Director, Financial Officer, Bookings Manager, and Facility Manager.

### **6.2 Administration**

The Director is directly responsible to the Bishop, and the Bishop has appointed a staff liaison to represent her. The structural relationship between these three is not

absolutely clear. How is information to be relayed to the Bishop? Where does the Director fit into the diocesan organizational structure? These questions come as a result of an historic drift, and it should be relatively easy to clear them up once they are on the table.

### **6.2.1 Short-Term Administration Goals**

- Clarify relationship of Director to Bishop and the liaison.
- Set up system of reviews. Who reviews Director? Who reviews staff?
- Roles and responsibilities need to be clearly defined and documented.
- Bishop will use ECC as one way to cultivate connections with diocesan youth.

### **6.2.2 Long-Term Administration Goals**

- Separate staff for adult conference facility.  
*Rev. Pam Gregory administering communion at Younger Children's Camp*

## **7 Facilities**

The ECC facility is solid and safe, getting high marks on regular health and safety inspections. Because of more stringent fire codes, recent fire inspections produced a list of new requirements, most of which have been satisfied. Though, there is still work to be done (see Appendix D). The kitchen adheres to high health and safety standards. It is inspected annually and receives high grades.

People of all ages would like better bathrooms and hotter showers. Improved handicap access is needed in some areas.

Ongoing improvements include work in the main house, meeting areas, adult sleeping wing and dining room, with a goal of making them more welcoming and conference visitor friendly.

The Task Force identified a need for more conference space and meeting options. Several existing spaces could be recast for new use. The Garage could be converted for adult use and the Dorm for young people and adults. A long-range possibility would be a separate, stand-alone conference facility for adults, perhaps across the street, with its own kitchen and dining room, guest sleeping rooms, and meeting spaces, large and attractive enough to attract outside groups when not used for church purposes.

### **7.1 Facilities Goals**

#### **7.1.1 Short-Term Facilities Goals**

- Complete fire code improvements.
- Improve all shower facilities and make provision for availability of more hot water

- Convert the Dorm into stand-alone conference center, a lower cost meeting space. Turn the Dorm utility room into kitchenette for adult host space.
- Upgrade open rafter cabins by adding wall and ceiling sheathing, built-in bunks, including counselor beds, to fall within ACA and fire regulations
- Add exhaust fans to cabins.
- Create handicap access for Appleton, Dining Room, Dispensary. Install handicap access sink and toilet in Craft Shed.
- Consider adding bathroom facilities near the Tower of Silence for adult groups and Waterfront for campers and adults.

*Dining Room with New Decor*

- Improve appearance and utilization of Dining Room, and create a modest expansion – the current capacity is 200, but it's tight.
- Purchase large area rug and more comfortable chairs for winter conference room.
- Refurbish Wing Rooms.
- Convert shop/garage into an adult conference facility with kitchenette and handicap access lavette.
- Build new garage/shop next to Tool Shed
- Professionally paint the Soda Machine room, Lounge and Greenhouse entrance. Also replace Lounge furniture.
- Add crushed stone on dusty roadways
- Provide Wireless Internet connectivity.

During the Task Force process, the following initial steps have been taken to achieve these goals:

- New table cloths, china, and window treatments were added to the dining hall.
- New chairs and a carpet were purchased for the Conference Room.
- Upgrades were added to the Lounge including painting and wallpapering

### **7.1.2 Long-Term Facilities Goals**

- Increase the size and quantity of bathrooms throughout the conference center.
- The dispensary needs replacement within ten years, due to age.
- Build a small, open-air pavilion at the Waterfront.
- Add a handicap ramp to the Tower of Silence.
- Consider renovating the dining room to facilitate a cafeteria-style serving method.
- Convert two rooms on each floor of the wing into lavettes. Also convert the existing bathrooms into shower rooms. (This will reduce bed capacity from 33 to 26.)
- Consider adding a stand-alone adult conference facility, perhaps across the street – which would include lodging, kitchen, dining, and meeting space.
- Construct a brand new dining facility with full kitchen.

## 8 Finances

Note: Detailed source data and analysis on the finances of the past ten years may be found in the Appendix. The data for 2003 and 2004 are budget figures only, and analysis of those years should be treated accordingly. The data shows that while dollar values have generally increased, the ratio of particular expenses or incomes to overall expenses has remained relatively consistent.

### 8.1 Process

The finances of the Episcopal Conference Center are ultimately a part of the triennial Diocesan budget. The ECC budget is drafted by the Director in consultation with the Diocesan Comptroller, and forwarded to the ECC Committee. The Diocesan Program and Budget Committee integrates the ECC budget into the Diocesan budget, with any required changes, and forwards it first to the Diocesan Council, and then to Diocesan Convention for final approval.

All expenses are authorized and categorized by the Director and are submitted for tracking to the Diocesan Comptroller, who generates monthly financial reports that include monthly expenses and income, year-to-date data, that month's budget and year-to-date budget figures. This report is provided to the Director, other Diocesan personnel, and members of the ECC Committee.

Significant and sometimes unexpected capital expenses have been handled in various manners. When schedule allows, a capital campaign can be arranged, as happened for the new Barn roof in the mid 80's and major facility upgrades in recent years. Sometimes the event is so unexpected that funding cannot be raised or budgeted. Most recently, ECC was required to complete major upgrades to the facility to comply with new and stricter fire codes adopted after the Station fire. In this instance, funding was redirected from other budgeted areas to cover the costs. This is a strong example of the resourcefulness of the administration in balancing the daily operation of ECC.

In 2001, the diocese directed the ECC Committee to move toward greater self-sufficiency, and an Annual Appeal was inaugurated. The appeal raised \$14,627 in 2004. It is hoped that this Appeal will grow in coming years, though it will certainly need to be augmented by significant grants and new business opportunities in order to make real strides towards self-sufficiency.

City Camp is a separate line item in the Diocesan Budget. It is free to its campers, is financed through gifts, contributions, and grants, and is meant to be a break-even operation. City Camp has several employees on its payroll, who work exclusively for that program. The counselors come from the pool of resident ECC counselors working on a two week City Camp rotation, and these do not appear as a salary line item to City Camp. Their two-week assignment at City Camp is an important part of their counselor formation. Occasional overruns are handled in various ways but ultimately the overruns are covered by the Diocese.

## **8.2 Analysis of Recent Income Data**

Episcopal Charities' annual grant for youth ministry at ECC represents just below 19% of the Operating Expenses for ECC (based on figures from 2003; the most recent audited data). This contribution (ECC's second largest income line item) has held stable at \$85,000 since 2000 and is not expected to be increased.

Income recovery of Summer Camp, for 2003, was 29%, and that of Conference revenue was 9%.

The remaining income sources for ECC, such as Endowment Income, Grants and so on, do not offset the remaining expenses. This remaining deficit is paid for by means of Diocesan Apportionment. For 2003, this apportionment covers 27% of the Operating Expenses. This figure is also the average for the period of 2000 through 2005 (which includes two non-audited years).

Thus, taking the Episcopal Charities funds as well as the Net Apportionment, one can see that the Diocese supports almost half of ECC's Operating Budget. This is at least anecdotally true throughout the history of ECC (further research is necessary to determine the validity of this common assumption). Clearly the Diocese and the Bishop support ECC financially and value its mission. The Diocese, over the past four years or so, has requested that the ECC Administration explore other sources of income or increase existing income to the end goal of reducing the Net Apportionment.

An analysis of the December 31, 2004 monthly report reveals that the current Administration is doing a superb job of curtailing actual costs versus budgeted costs while maintaining quality. In addition, income has actually exceeded budgeted income. The 2004 year-to-date actual Apportionment grant was 116K versus a budgeted year-to-date net apportionment of 164K. Achieving such a significant overall net savings over budget is impressive, and this has often been the case over the past 5 years.

## **8.3 Analysis of Expense Data**

An analysis of expenses is more difficult. The primary difficulty is simply due to the number of tracked expenses. Clearly this level of fidelity is necessary for proper accounting, but the fidelity also makes the data set seem extraneous, in that many of the line items are under 5% of the total ECC Expenses. A second difficulty is that there are changes in the accounting methods over the years due to diocesan requirements as well as differences in the allocation of tracking codes by different ECC Administrations. Many of the line items are similar enough in description that differentiating between them is subjective. The last major difficulty is that there are often unique or at least infrequent large dollar items that skew the data for a given year.

ECC's operating expenses in the most recent audited year, 2003, totaled \$448,000. This number has been roughly consistent through the past nine audited years if one takes 3% inflation into account.

The single largest line item for expenses is Salaries (line 5010), representing an average 41% of total ECC Expenses. The only other double-digit single line item expense is Food (line 5740) which averaged 13% of total expenses. The total of all Plant Expenses has averaged 21% of total expenses over the 10 year data set provided.

City Camp is an exceptional mission of ECC. City Camp receives a separate Charities Grant of \$7000. The remainder of expenses is funded by an annual campaign.

## **8.4 Summary and Discussion of Finances**

Over the past 10 years, camper fees have increased each year, ranging from 3% to 25% for particular weeks. It is the opinion of this Task Force that the fees for summer program weeks are not out of line with those at comparable facilities visited. That said, the Task Force and the Diocese recognize and fully support the function of ECC as a Mission which must be made available to any and all regardless of financial status. As a means to subsidize or completely pay for a child's stay at ECC, there is a scholarship fund, augmented by income from several trusts given specifically for camper scholarships. In practice, no person is turned away from camp who needs assistance. Maintaining fair and appropriate fees is a clear goal of the diocese, administration, and ECC supporters such as alumni and diocesan parishioners.

Often the second most commonly discussed area of potentially increasing income is camper attendance. Camper attendance has not been at full capacity for many of the summer weeks in recent years. This concern was echoed anecdotally by the directors of several comparable facilities. Furthermore, the same concern exists with off-summer bookings, especially on weekdays. This issue is currently being given a great deal of attention by the *Older Boys* Administration and ECC Committee. It is also hoped that suggestions contained within this report will increase overall usage of ECC.

Staff salaries, full-time, part-time, and summer staff, deserve a closer inspection. Considering the quality of the programming, the salaries need to be reviewed for competitiveness within the industry.

## **8.5 Financial Goals**

### **8.5.1 Short-Term Financial Goals**

- Increase Trust Funds

- Review scholarship accounting, level of funding for scholarships, and granting process
- Work on increasing grants
- Increase camper attendance
- Increase off-summer weekday bookings
- Review all staff salaries against appropriate benchmarks
- Intensify marketing
- Increase usage by diocesan entities

During the Task Force process, the following initial steps were taken to achieve these goals:

- The Administration and the ECC Committee are working to find ways to increase camper enrollment
- The summer program has been rearranged to allow better use of the summer weeks available and also to remove the often financially negative “stay-over” weekends
- Conference bookings have increased due to the efforts of the Resident Manager

### **8.5.2 Long-Term Financial Goals**

- Consider hiring an onsite ECC Staff Financial Officer
- Consider hiring a Grant Writer
- Consider developing an adult facility on site that could operate throughout the summer without conflicting with camper programs and without compromising the privacy of the adult facility
- Consider a day-camp program
- Continuing Education is listed as line item 5150, but has not been expended or budgeted in any of the data from 1995-2005; this should be a planned expense and offered to the staff as appropriate

## **9 Marketing and Funding**

The Director of ECC is in charge of marketing of the program and facility, and all funding efforts. The hope of the Task Force is that the Director may in time be able to hire someone to work on development, and another to work on marketing. These part-time positions will add to the budget, but should more than pay for themselves.

### *Living Room*

#### **9.1 Marketing Goals**

##### **9.1.1 Short-Term Marketing Goals**

- Develop incentives to encourage use of ECC (e.g. first-time use discount, multi-time use discount, etc.)

### **9.1.2 Long-Term Marketing Goals**

- Hire a part-time staff person for marketing.

## **9.2 Funding Goals**

### **9.2.1 Short-Term Funding Goals**

- Add a Long Term Fiscal Development person to the staff, to focus on grant writing, benefactor establishment, and endowment enhancement, working with the Episcopal Church Foundation.
- Further develop the Annual Fund, keeping good records in preparation for a larger capital campaign.
- Naming opportunities such as memorials
- Brick walkway
- Weddings
- Columbarium, Memorial Garden
- Pet cemetery

### **9.2.2 Long-Term Funding Goals**

- Capital campaign

## **10 Key Action Items**

Upon reflecting on the information in this report, the Task Force has formulated several key action items which are seen as critical to the next phase of planning for ECC's future. In order for ECC to move forward successfully, these efforts require the support of the Bishop, Diocese, ECC Administration and ECC Committee. Some of these actions are direct results of specific goals in sections of this report, while others integrate many previously listed goals in an overarching key action item.

The list below was carefully considered and placed in an order of priority beginning with the most critical or immediate items.

1. Attain ACA Accreditation
  - a. The Task Force feels strongly that ACA Accreditation is important to ECC's competitiveness in the market
  - b. The current Administration should be responsible for this with support as needed from the ECC Committee
  - c. This work has already begun in many areas, and the Task Force believes that ACA Accreditation as a camp and conference center expected by 2006.
2. Clarify roles and responsibilities of the ECC Committee
  - a. General expectation of the Task Force is that the Committee have a key role in policy making, financial decisions, and the overall life of ECC.

- i. The closure of this goal is completion of the ECC Committee Bylaws currently under review.
  - b. Parties involved in the task must include the Administration, the Bishop, the ECC Committee, and Council
- 3. Perform a marketing study regarding an adult conference facility at ECC
  - a. Details should include:
    - i. Review of possible locations for a new facility on the ECC property with sensitivity to the summer program
    - ii. Consideration of potential target clientele
    - iii. A review of market prices at facilities comparable to what ECC might achieve
  - b. Parties involved should be a committee designated by the ECC Committee
- 4. Create a Financial Development Plan
  - a. Details should include:
    - i. A review and update of the finances presented in this report
    - ii. Consideration of the possible impact of the key actions in this section
    - iii. Generation of a three and six year plans
  - b. Parties involved should be a committee designated by the ECC Committee
- 5. Form a Day Camp Program
  - a. The Task Force feels strongly that a Day Camp program will significantly benefit ECC both in terms of facility utilization as well as financially.
  - b. The current Administration should be responsible for this with support as needed from the ECC Committee
- 6. Initiate a Master Planning Project
  - a. Details should include:
    - i. A comprehensive review of the current facilities
    - ii. A detailed plan of possible locations of an Adult Facility
    - iii. Detailed consideration for traffic flow (pedestrian as well as vehicular)
    - iv. Consideration of the possible impact of the key actions in this section
    - v. Generation of detailed report by a Planning Consultant including the following:
      - 1. Detailed site map of current and future facilities
      - 2. Concept of a new adult facility and any major facility changes
  - b. Parties involved should be a committee designated by the Bishop or ECC Committee guided by an experienced consultant

*Jr. Sr. Conference 2004 -  
Eucharist planned and executed by whole camp*

- 19 -

**ECC Task Force Report**

## **Appendix A – Fire Code Upgrades**

### **Key Fire Code Upgrades and Requirements (Completed to date)**

1. Install 10lb fire extinguishers on the exterior of all cabins at a maximum height of 36”.
2. Install smoke detectors (electric / battery) in all out buildings (33 of 36 completed) with connected horn/strobe on the exterior of same.
3. Install lighted exit signs in all out buildings (33 of 36 completed) with battery backup emergency lighting.
4. Install printed fire escape plan on back of all rooms in the Wing.
5. Install smoke/CO detectors (electric/battery) in all rooms of the Wing including the basement and Staff Room
6. Remove garage doors from the basement of the Wing and install passage door set.
7. Extend existing fire escape ladder on the wing to reach 2’ from the ground.
8. Install out swing exit doors with panic hardware and auto closers (3 of 4 completed) in the Wing.
9. Turn interior Staff Room door to swing out of the room.
10. Remove all locking hardware from basement door in the Wing.
11. Install out swing exit doors (3) on the Dinning Room.
12. Reverse swing of door in main house to swing out into rear breezeway.
13. Reverse swing of Lounge doors (3) to swing out of the room.
14. Store all gasoline in exterior locked shed away from buildings.
15. Remove drop style ceiling in main kitchen and replace with fire rated sheetrock.
16. Install fire rated sheetrock in alcove boiler room of main house.
17. Install auto door closers to all interior doors of the Wing.
18. Store all oil based paint products in metal, lockable cabinet.
19. Contract a fire alarm company to install a “supervised alarm” in Wing, Dining room and Kitchen with pull stations at exit doors of same. This system will automatically radio the Pascoag Fire Dept if there is a fire in any of the above areas or if the external pull box is used due to a fire elsewhere on the property.
20. Install a “Knock Box” externally at the kitchen door. This is done by the fire dept allowing them keyed access to the main building and alarm panel.
21. Install out swing door with panic hardware and auto closer in the Tower of Silence.
22. Install second exit with out swing door with panic hardware and auto closer in Tower of Silence.
23. Extend existing deck on the Tower of Silence on the west side for second exit.
24. Install new second rear exit in the Barn.
25. Install concrete stairs on both rear exits of the Barn.
26. Install new large front exit door to the Barn.
27. Have at least two full camp fire drills with Pascoag Fire Dept. per year.

### **Key Fire Code Upgrades and Requirements (To be Completed)**

1. Smoke/CO detectors (electric/battery) in basement and Staff Room of Wing.
2. Automatic door closer on door between Wing and Lounge
3. Smoke detectors, horn/strobe, and exit signs with emergency lighting in remaining 3 of 36 out buildings.
4. Build fire rated boiler room in the Wing basement
5. Joint compounding of the sheetrock in the alcove boiler room of the house.
6. Install second floor Wing fire escape exit door (out swing exit door with panic hardware and auto closer).

## **Appendix B – Site Map**

## Appendix C - Program and Administrative Data

<b>Summer Program Camper Attendance</b>									
Camp Session	1996	1997	1998	1999	2000	2001	2002	2003	2004
<b>Summerstart</b>	Jr Work/81	52	60	48	75	81	75	56	48
<b>Aug. Jr. Work</b>	124	123	136	131	127	129	120	116	103
<b>Senior Work</b>	71	69	84	78	105	89	85	58	44
<b>Music Camp</b>	100	120	118	119	121	121	122	115	108
<b>Jr/Sr Conf.</b>	124	120	119	116	108	122	122	95	108
<b>Younger Children</b>	113	116	86	100	110	116	90	65	77
<b>Older Boys</b>	76	72	76	80	75	73	70	69	60
<b>Older Girls</b>	115	112	112	123	116	117	118	115	103
<b>Camper totals</b>	<b>804</b>	<b>784</b>	<b>791</b>	<b>795</b>	<b>837</b>	<b>848</b>	<b>802</b>	<b>689</b>	<b>651</b>

<b>Winter Conference Camper Attendance</b>										
Camp Session	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
<b>Sept. Senior</b>	50	49	55	58	41	33	37	38	27	
<b>Nov. Senior</b>	51	38	52	44	55	51	57	50	38	
<b>Jan Senior</b>	37	45	57	54	56	47	37	48	46	33
<b>March Senior</b>	36	40	43	54	53	38	35	45	30	n/a
<b>April Senior</b>	46	39	43	(Jr/Sr) 37	40	37	20	(jr/sr)45	29	(jr/sr)
<b>Oct Junior</b>	40	35	30	42	39	49	26	35	34	
<b>Jan Junior</b>	39	37	47	34	33	42	30	33	21	n/a
<b>Winter Camp</b>									61	58
<b>March Junior</b>	35	42	40	32	52	43	49	39	44	
<b>Camper totals</b>	<b>334</b>	<b>325</b>	<b>367</b>	<b>318</b>	<b>369</b>	<b>340</b>	<b>291</b>	<b>288</b>	<b>330</b>	

## Appendix C - Program and Administrative Data

<b>Summer Campership Disaggregated by Religious Affiliation</b>							
(As Listed on Camp Registration Forms)							
	1977	1984	1994	2001	2002	2003	2004
<b>RI Episcopal Parish</b>	68%	66%	52%	53%	50%	51%	50%
<b>Episcopal, no parish listed</b>	N/R	2%	9%	6%	6%	6%	5%
<b>Episcopal, another diocese</b>	N/R	3%	N/R	4%	5%	6%	8%
<b>Episcopal agencies such as St. Mary's</b>	N/R	2%	2%	N/R	N/R	N/R	N/R
<b>Out of state (Denomination uncertain)</b>	10%	N/R	N/R	N/R	N/R	N/R	N/R
<b>Another RI denomination</b>	20%	23%	28%	24%	26%	24%	23%
<b>Blank or no religious affiliation listed</b>	2%	3%	9%	13%	13%	13%	14%

<b>Summer Campership Disaggregated by Race</b>								
(As Listed on Camp Registration Forms)								
	1997	1998	1999	2000	2001	2002	2003	2004
<b>Asian</b>	< 1%	< 1%	< 1%	2%	< 1%	< 1%	< 1%	< 1%
<b>Black</b>	2%	4%	6.50%	8%	5%	9.50%	7.50%	8%
<b>Hispanic</b>	3%	3%	4%	3%	5%	5%	4.50%	3%
<b>White</b>	94%	92%	89%	88%	89%	85%	88%	88%

<b>Winter Conference Center Data</b>							
	1999	2000	2001	2002	2003	2004	2005
<b>Winter overnights</b>	54	58	57	40	35	44	
<b>Adults served</b>	623	774	648	343	357	369	
<b>Youth served</b>	796	904	858	544	671	659	
<b>Total 'Winter' Meals</b>	7546	8344	6960	4929	4858	5379	

## Appendix C - Program and Administrative Data

<b>Summer Program Fees</b>											
Camp Session	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Summerstart			\$70	\$75	\$80	\$90	\$95	\$105	\$125	\$150	\$150
Aug. Jr. Work	\$100	\$110	\$115	\$120	\$125	\$140	\$145	\$170	\$210	\$225	\$225
Senior Work	\$100	\$105	\$110	\$115	\$120	\$135	\$140	\$155	\$185	\$200	\$200
Music Camp	\$110	\$115	\$120	\$130	\$135	\$160	\$165	\$180	\$225	\$240	\$240
Jr/Sr Conf.	\$110	\$115	\$120	\$130	\$120	\$150	\$155	\$170	\$210	\$225	\$225
Younger Children	\$130	\$135	\$145	\$155	\$155	\$170	\$175	\$190	\$220	\$230	\$230
Older Boys	\$130	\$135	\$145	\$155	\$160	\$175	\$180	\$195	\$225	\$240	\$240
Older Girls	\$130	\$135	\$145	\$155	\$160	\$175	\$180	\$195	\$225	\$240	\$240
Teen'holdover'wknds	\$18	\$18	\$20	\$20	\$25	\$25	\$30	\$40	\$40	\$50	N/A
<b>Camper totals</b>		<b>804</b>	<b>784</b>	<b>791</b>	<b>795</b>	<b>837</b>	<b>848</b>	<b>802</b>	<b>689</b>	<b>651</b>	
<b>Non-Summer Program Fees</b>											
October Work Camp			\$24/\$18	\$28/\$22	\$35./\$30	\$35/\$30	\$35/\$30	\$35/\$30	\$50/\$35	\$60/\$40	

## Appendix D - Financial Data

<b>Finances of the Episcopal Conference Center for 1995-2005</b>										
<b>OVERVIEW of Source Data (With Detail of INCOME)</b>										
See Notes (1) and (2) for Source Information										
Description	1996 Audited	1997 Audited	1998 Audited	1999 Audited	2000 Audited	2001 Audited	2002 Audited	2003 Audited	2004 Budget	2005 Budget
210 (230) Salaries / Benefits	\$170,880	\$177,534	\$234,130	\$278,358	\$264,743	\$263,064	\$242,601	\$255,129	\$310,850	\$320,044
210 (230) Plant Expense	\$83,297	\$78,120	\$80,654	\$86,371	\$113,892	\$98,664	\$88,232	\$90,234	\$104,711	\$110,141
210 (230) Program Supplies and Exp.	\$99,891	\$96,502	\$102,761	\$112,035	\$108,651	\$105,910	\$99,162	\$102,805	\$126,797	\$129,732
<b>Total Expenses</b>	<b>\$354,068</b>	<b>\$352,156</b>	<b>\$417,545</b>	<b>\$476,764</b>	<b>\$487,286</b>	<b>\$467,638</b>	<b>\$429,995</b>	<b>\$448,168</b>	<b>\$542,358</b>	<b>\$559,917</b>
3060 Endowment Inc	\$21,536	\$21,594	\$23,270	\$24,921	\$26,230	\$36,443	\$34,988	\$35,246	\$34,937	\$34,937
3100 Summer Program Revenue	\$98,782	\$100,428	\$101,126	\$113,149	\$102,185	\$134,067	\$137,789	\$133,126	\$165,000	\$180,000
3120 Conference Revenue	\$54,685	\$50,271	\$58,056	\$66,805	\$86,408	\$54,687	\$44,044	\$42,399	\$50,000	\$51,000
3182 Special Gifts: Scholarships	\$420	\$1,425	\$730	\$2,465	\$12,926	\$5,594	\$1,950	\$200	\$2,600	\$2,600
3183 Champlin Found	\$0	\$0	\$7,882	\$7,385	\$7,120	\$6,826	\$7,883	\$7,589	\$7,000	\$7,300
3186 Annual Appeal	\$0	\$0	\$0	\$0	\$0	\$13,722	\$11,080	\$11,557	\$16,000	\$18,500
3210 Episcopal Charities	\$78,000	\$80,000	\$80,000	\$83,200	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
3220 Store Income	\$3,002	\$3,013	\$2,712	\$2,433	\$4,762	\$6,854	\$6,297	\$6,298	\$5,000	\$5,000
3300 Grants	\$10,882	\$8,784	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$15,000
Remainder of Recov, See Notes (3), (5)	\$6,578	\$3,914	\$4,398	\$4,450	\$9,471	\$6,080	\$3,985	\$4,542	\$2,057	\$2,057
<b>Total Recoveries</b>	<b>\$273,885</b>	<b>\$269,429</b>	<b>\$278,174</b>	<b>\$304,808</b>	<b>\$334,102</b>	<b>\$349,273</b>	<b>\$333,016</b>	<b>\$325,957</b>	<b>\$377,594</b>	<b>\$401,394</b>
<b>Grant from the Diocesan Apportionment Budget (Total Expenses less Total Recoveries)</b>	<b>\$80,183</b>	<b>\$82,727</b>	<b>\$139,371</b>	<b>\$171,956</b>	<b>\$153,184</b>	<b>\$118,365</b>	<b>\$96,979</b>	<b>\$122,211</b>	<b>\$164,764</b>	<b>\$158,523</b>

## Appendix D – Financial Data

### Finances of the Episcopal Conference Center for 1995-2005 Source Data (With Detail of EXPENSES)

See Notes (1) and (2) for Source Information

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Description	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Budget	Budget
5010 Salaries	\$125,066	\$130,529	\$198,204	\$234,755	\$168,670	\$185,342	\$188,539	\$181,236	\$234,421	\$242,625
5040 Social Security	\$9,607	\$9,915	\$13,858	\$14,042	\$12,823	\$14,078	\$14,254	\$13,636	\$17,933	\$18,561
5050 Workers Comp	\$7,893	\$6,795	\$5,516	\$11,587	\$4,533	\$4,655	\$4,369	\$8,555	\$11,629	\$12,036
5101 Medical - Lay	\$7,878	\$10,150	\$11,332	\$8,712	\$6,906	\$8,563	\$14,813	\$20,893	\$21,244	\$25,493
Remainder of Salaries/ Benefits, See Notes (3), (6), (7), (8), (9)	\$20,436	\$20,145	\$5,220	\$9,262	\$71,811	\$50,426	\$20,626	\$30,809	\$25,623	\$21,329
<b>Subtotal: Salaries / Benefits</b>	<b>\$170,880</b>	<b>\$177,534</b>	<b>\$234,130</b>	<b>\$278,358</b>	<b>\$264,743</b>	<b>\$263,064</b>	<b>\$242,601</b>	<b>\$255,129</b>	<b>\$310,850</b>	<b>\$320,044</b>
5210 Insurance	\$10,598	\$11,404	\$7,208	\$7,433	\$11,586	\$2,462	\$6,235	\$7,765	\$8,000	\$8,500
5240 Electricity	\$9,972	\$8,834	\$9,244	\$9,351	\$9,966	\$12,155	\$8,674	\$10,027	\$11,500	\$12,000
5320 Mobile Equip/ Vehicle Expense	\$8,889	\$7,977	\$9,315	\$8,700	\$11,194	\$6,853	\$6,206	\$8,084	\$7,135	\$7,355
5360 New/Repl Equip	\$9,510	\$7,538	\$4,731	\$10,814	\$7,663	\$11,871	\$9,866	\$8,152	\$11,000	\$13,000
5430 Misc Supl&Exp: Adm	\$11,281	\$13,077	\$12,373	\$9,701	\$18,233	\$9,345	\$7,550	\$4,762	\$8,000	\$8,500
5431 Misc Supl&Exp: Maint	\$0	\$0	\$0	\$0	\$0	\$4,909	\$8,735	\$3,825	\$8,000	\$8,500
5440 Maint and Repair	\$7,333	\$6,779	\$10,552	\$8,551	\$8,025	\$6,947	\$3,957	\$1,407	\$3,800	\$4,000
5450 Maj Repairs/ Improvements	\$7,066	\$3,059	\$5,001	\$6,115	\$13,359	\$2,675	\$0	\$3,300	\$7,000	\$8,000
5480 Contract Services	\$4,328	\$4,068	\$6,095	\$4,674	\$3,612	\$6,896	\$3,204	\$3,091	\$4,000	\$4,200
Remainder of Plant Expense, See Notes (3), (10)	\$14,320	\$15,384	\$16,135	\$21,032	\$30,254	\$34,551	\$33,805	\$39,821	\$36,276	\$36,086
<b>Subtotal: Plant Expense</b>	<b>\$83,297</b>	<b>\$78,120</b>	<b>\$80,654</b>	<b>\$86,371</b>	<b>\$113,892</b>	<b>\$98,664</b>	<b>\$88,232</b>	<b>\$90,234</b>	<b>\$104,711</b>	<b>\$110,141</b>
5712 Scholarships	\$17,093	\$14,721	\$15,147	\$16,966	\$15,144	\$15,427	\$15,315	\$15,836	\$20,100	\$20,500
5740 Food	\$57,189	\$57,235	\$58,590	\$59,053	\$54,624	\$56,101	\$52,050	\$51,385	\$63,000	\$65,000
5760 Program	\$4,968	\$3,703	\$2,844	\$4,254	\$4,782	\$3,514	\$4,890	\$3,755	\$5,100	\$5,300
Remainder of Program Supplies and Exp, See Note (3)	\$20,641	\$20,843	\$26,180	\$31,762	\$34,101	\$30,868	\$26,907	\$31,829	\$38,597	\$38,932
<b>Subtotal: Program Supplies and Exp.</b>	<b>\$99,891</b>	<b>\$96,502</b>	<b>\$102,761</b>	<b>\$112,035</b>	<b>\$108,651</b>	<b>\$105,910</b>	<b>\$99,162</b>	<b>\$102,805</b>	<b>\$126,797</b>	<b>\$129,732</b>

## Appendix D – Financial Data

<b>Finances of the Episcopal Conference Center for 1995-2005</b>										
<b>INCOME SOURCES as a percentage of Total Expenses (3)</b>										
(Income sources exceeding 10% of Total Expenses for that year are highlighted)										
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Description	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Budget	Budget
3060 Endowment Inc	6.1%	6.1%	5.6%	5.2%	5.4%	7.8%	8.1%	7.9%	6.4%	6.2%
3100 Summer Program Revenue	<b>27.9%</b>	<b>28.5%</b>	<b>24.2%</b>	<b>23.7%</b>	<b>21.0%</b>	<b>28.7%</b>	<b>32.0%</b>	<b>29.7%</b>	<b>30.4%</b>	<b>32.1%</b>
3120 Conference Revenue	<b>15.4%</b>	<b>14.3%</b>	<b>13.9%</b>	<b>14.0%</b>	<b>17.7%</b>	<b>11.7%</b>	<b>10.2%</b>	9.5%	9.2%	9.1%
3182 Special Gifts: Scholarships	0.1%	0.4%	0.2%	0.5%	2.7%	1.2%	0.5%	0.0%	0.5%	0.5%
3183 Champlin Found	0.0%	0.0%	1.9%	1.5%	1.5%	1.5%	1.8%	1.7%	1.3%	1.3%
3186 Annual Appeal	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	2.6%	2.6%	3.0%	3.3%
3210 Episcopal Charities	<b>22.0%</b>	<b>22.7%</b>	<b>19.2%</b>	<b>17.5%</b>	<b>17.4%</b>	<b>18.2%</b>	<b>19.8%</b>	<b>19.0%</b>	<b>15.7%</b>	<b>15.2%</b>
3220 Store Income	0.8%	0.9%	0.6%	0.5%	1.0%	1.5%	1.5%	1.4%	0.9%	0.9%
3300 Grants	3.1%	2.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	2.7%
Remainder of Recoveries	1.9%	1.1%	1.1%	0.9%	1.9%	1.3%	0.9%	1.0%	0.4%	0.4%
<b>Grant from the Diocesan Apportionment Budget</b>	<b>22.6%</b>	<b>23.5%</b>	<b>33.4%</b>	<b>36.1%</b>	<b>31.4%</b>	<b>25.3%</b>	<b>22.6%</b>	<b>27.3%</b>	<b>30.4%</b>	<b>28.3%</b>

## Appendix D – Financial Data

### Finances of the Episcopal Conference Center for 1995-2005 LINE ITEM EXPENSES as a percentage of Total Expenses (3)

(Expense line items exceeding 10% of the total Expense for that year are highlighted)

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Description	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Audited	Budget	Budget
5010 Salaries	35.3%	37.1%	47.5%	49.2%	34.6%	39.6%	43.8%	40.4%	43.2%	43.3%
5040 Social Security	2.7%	2.8%	3.3%	2.9%	2.6%	3.0%	3.3%	3.0%	3.3%	3.3%
5050 Workers Comp	2.2%	1.9%	1.3%	2.4%	0.9%	1.0%	1.0%	1.9%	2.1%	2.1%
5101 Medical - Lay	2.2%	2.9%	2.7%	1.8%	1.4%	1.8%	3.4%	4.7%	3.9%	4.6%
Remainder of Salaries/ Benefits, See Notes (3), (6), (7), (8), (9)	5.8%	5.7%	1.3%	1.9%	14.7%	10.8%	4.8%	6.9%	4.7%	3.8%
<b>Subtotal: Salaries / Benefits</b>	<b>48.3%</b>	<b>50.4%</b>	<b>56.1%</b>	<b>58.4%</b>	<b>54.3%</b>	<b>56.3%</b>	<b>56.4%</b>	<b>56.9%</b>	<b>57.3%</b>	<b>57.2%</b>
5210 Insurance	3.0%	3.2%	1.7%	1.6%	2.4%	0.5%	1.5%	1.7%	1.5%	1.5%
5240 Electricity	2.8%	2.5%	2.2%	2.0%	2.0%	2.6%	2.0%	2.2%	2.1%	2.1%
5320 Mobile Equip/ Vehicle Expense	2.5%	2.3%	2.2%	1.8%	2.3%	1.5%	1.4%	1.8%	1.3%	1.3%
5360 New/Repl Equip	2.7%	2.1%	1.1%	2.3%	1.6%	2.5%	2.3%	1.8%	2.0%	2.3%
5430 Misc Supl&Exp: Adm	3.2%	3.7%	3.0%	2.0%	3.7%	2.0%	1.8%	1.1%	1.5%	1.5%
5431 Misc Supl&Exp: Maint	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	2.0%	0.9%	1.5%	1.5%
5440 Maint and Repair	2.1%	1.9%	2.5%	1.8%	1.6%	1.5%	0.9%	0.3%	0.7%	0.7%
5450 Maj Repairs/ Improvements	2.0%	0.9%	1.2%	1.3%	2.7%	0.6%	0.0%	0.7%	1.3%	1.4%
5480 Contract Services	1.2%	1.2%	1.5%	1.0%	0.7%	1.5%	0.7%	0.7%	0.7%	0.8%
Remainder of Plant Expense, See Notes (3), (10)	4.0%	4.4%	3.9%	4.4%	6.2%	7.4%	7.9%	8.9%	6.7%	6.4%
<b>Subtotal: Plant Expense</b>	<b>23.5%</b>	<b>22.2%</b>	<b>19.3%</b>	<b>18.1%</b>	<b>23.4%</b>	<b>21.1%</b>	<b>20.5%</b>	<b>20.1%</b>	<b>19.3%</b>	<b>19.7%</b>
5712 Scholarships	4.8%	4.2%	3.6%	3.6%	3.1%	3.3%	3.6%	3.5%	3.7%	3.7%
5740 Food	16.2%	16.3%	14.0%	12.4%	11.2%	12.0%	12.1%	11.5%	11.6%	11.6%
5760 Program	1.4%	1.1%	0.7%	0.9%	1.0%	0.8%	1.1%	0.8%	0.9%	0.9%
Remainder of Program Supplies and Exp, See Note (3)	5.8%	5.9%	6.3%	6.7%	7.0%	6.6%	6.3%	7.1%	7.1%	7.0%
<b>Subtotal: Program Supplies and Exp.</b>	<b>28.2%</b>	<b>27.4%</b>	<b>24.6%</b>	<b>23.5%</b>	<b>22.3%</b>	<b>22.6%</b>	<b>23.1%</b>	<b>22.9%</b>	<b>23.4%</b>	<b>23.2%</b>

## Appendix D – Financial Data

### Notes regarding Financial Appendices:

- (1) Hard Copy of sections of "Episcopal Diocese of Rhode Island 2000-2003 Budget Detail" pertaining to ECC, hardcopy not dated; Contained data for Actuals/Audited 1995 – 1999
- (2) Hard Copy of untitled sheets containing ECC budget info similar in layout to data for 95-99; file name referenced on top of several sheets: "C:/2004 2006 Budget Revised", dated 8/24/04; Contained data for Actuals/Audited/Budget 2000 – 2005
- (3) Data calculated based on raw data presented for purposes of this report
- (4) All referenced Sources were obtained from the Diocesan Comptroller
- (5) Large remainder of income in year 2000 was due primarily to an insurance claim (line 3230, among others, not shown)
- (6) Variation in remainder over all years is not significant enough a percentage of the Total Expenses to warrant further analysis
- (7) A significant portion of the variation in remainder in years 1996, 1997 and 2000 is due to "Secretarial Assistance 50%" which represent 13K, 14K and 6K respectively (line 5180, among others, not shown)
- (8) Large variation in remainder in years 2000 and 2001 is due to "Director - CHXN Formation" which represent 60K and 42K respectively (line 5181, among others, not shown)
- (9) Large variation in remainder in years 2002 - 2005 is due to "Extra Salaries" and "Consultant" which represent 10K, 20K, 10K and 5K over those years (lines 5030 and 5035, among others, not shown)
- (10) Variation in remainder over all years is not significant enough a percentage of the Total Expenses to warrant further analysis, most of the remainder is due to standard utilities